

Balanced Scorecard Website.

Results Summaries Of The Employee Attitude Survey, 2000

The Federal Aviation Administration's Employee Attitude Survey (EAS) was distributed to all full-time, permanent FAA employees (48,740) in September 2000. Of those, 24,466 usable surveys were returned. The 11 EAS content sections included the Employee Satisfaction Items (1-10), the Performance Rewarded Items (11, 14-16, and 70), the Communication Items (12, 13, 29, 87—92, 100, and 110), and the managers, executives, and supervisors only Personnel Reform Items (118-120) that we are providing in this section. A copy of the survey items follows the discussion of results.

Method. Various scales were used on the EAS, and most of them provided five options for responding. "Satisfaction—dissatisfaction", "agree—disagree," and "extent" scales comprise most of the items. The 5-choices provided in responding are described in the relevant items. Five response-choice items were used for methodological reasons, but these distinctions are valid only for analysis purposes, rather than interpretation. Therefore, results are presented collapsing the response options into three categories, e.g., "disagree," "neither," and "agree."

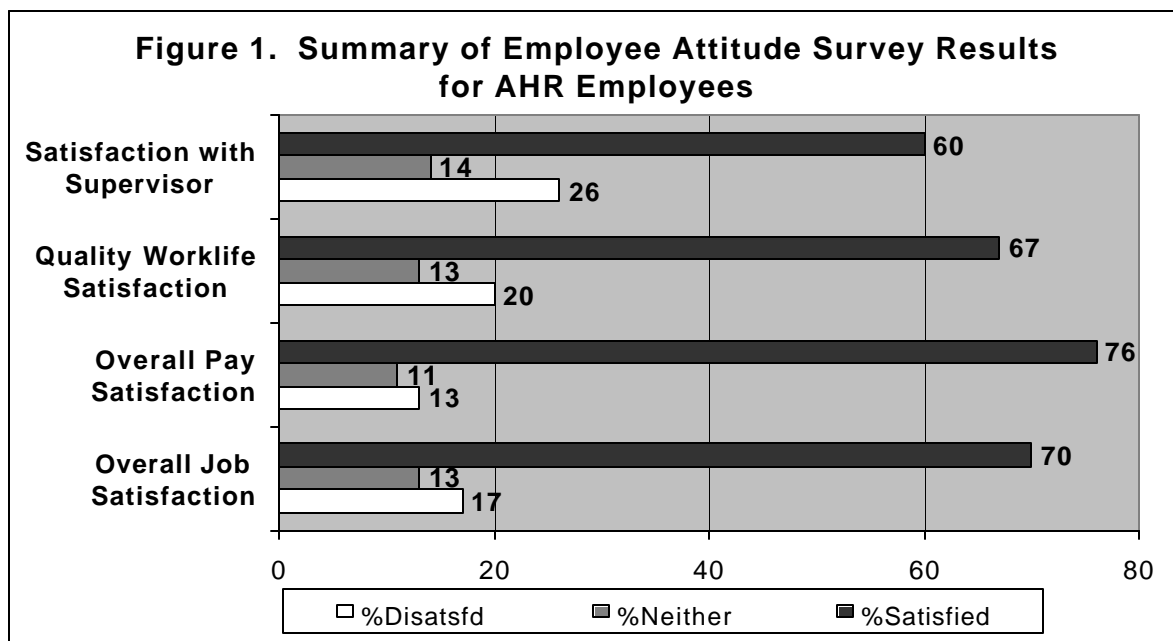
The EAS results are provided in five sections.

- ✓ Introduction
- ✓ Satisfaction with Job and other Work Components
- ✓ Reward and Recognition
- ✓ Communication
- ✓ Customer Perceptions of HR Performance (under Reform)

1. AHR Employees' Satisfaction – The Big Picture. This section examines the overall Job Satisfaction, Item 8 and Satisfaction with Compensation (4 scales, described below).

Employees rated their satisfaction with their jobs, pay (several items), quality of worklife (several items), and supervisors. Item response were sorted into scales (e.g., "satisfaction with compensation," "quality of worklife," or "satisfaction with communication") and are summarized in sections 1 -3, see Figure 1. A five-point satisfaction or agreement scale was used for these items, and the options will be identified and collapsed to three (see Introduction).

We do not have AHR data for previous EAS administration as the sample sizes were too small to aggregate and meaningfully interpret. For this reason we cannot make meaningful comparisons between past and the current EAS results for the AHR organization. The AHR EAS Report compares AHR responses to those of the Washington Headquarters office (AOA).

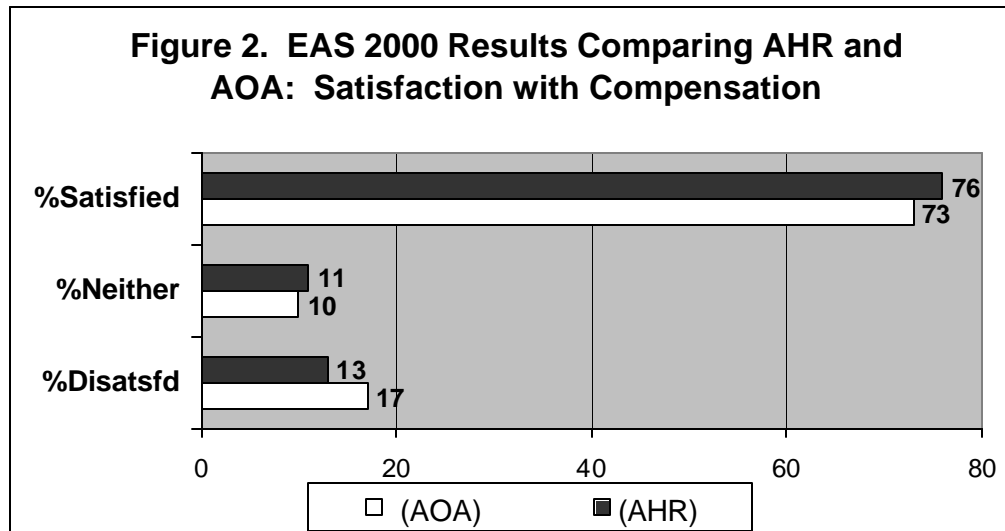


Conclusion: In these key areas, most of the respondents are satisfied. We will discuss each of the areas in Table 1, as well as satisfaction with rewards and recognition, communication, and customer perceptions of personnel reform to identify specific areas for improvement, as well as ways those improvements might be achieved.

1.a. Overall Job Satisfaction. When the Employee Attitude Survey, then called the Job Satisfaction Survey, was initiated, a goal of 75% was set. We've never achieved that high a level, though the satisfaction with job has been as high as 73%. The range of scores through seven administrations, starting in 1986, is 17, with a low of 56% (1986) and the high of 73% (1993). Given all of the changes and pressures that employees have experienced, the 70% job satisfaction level of the 2000 administration is a positive finding. People

basically like their jobs, seven out of ten – like what they do for the Agency, despite other survey areas with lower satisfaction.

1.b. Satisfaction With Compensation. Three items combined to describe overall satisfaction with compensation scale, for the results see Figure 2. The individual responses for the three items that comprise the scale are included in Table 1.



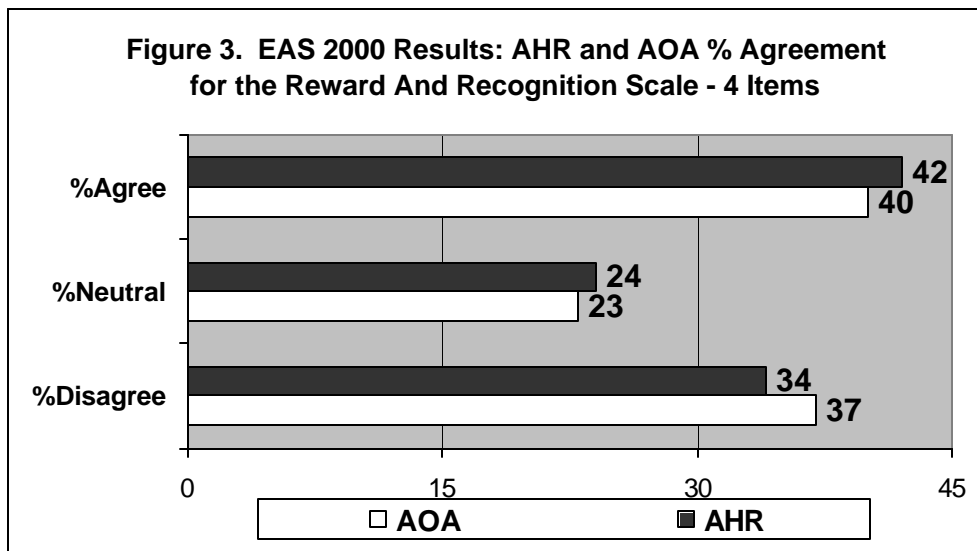
Satisfaction with Pay provided the lowest level of satisfaction level (66%) in the overall compensation area for AHR employees, and benefits scored the highest level of satisfaction (83%). Conversely the largest proportion of dissatisfied responses was for salary (25%), while the lowest proportion of dissatisfaction was observed for the retirement system at 7%. The results were very consistent between AHR respondents and AOA respondents.

Table 1. AHR and AOA Response to the Three Items Comprising the Compensation Satisfaction Scale.

Satisfaction with Compensation Items (Avg. N/Item: AHR=267, AOA=689)	% Dissatisfied		% Neither		% Satisfied	
	AHR	AOA	AHR	AOA	AHR	AOA
"Overall, how satisfied are you with..."						
1. your pay?	25	30	9	7	66	63
2. your benefits (holidays, leave, & ins.)?	9	9	8	8	83	83
3. your retirement system?	7	10	14	15	79	75

Conclusion: Though pay attracted the least positive response found in the compensation items, satisfaction with compensation appears to be high, suggesting other areas of possible reward might make better targets for improving employee performance. The new Superior Contribution Process is likely to be very influential in both perceptions of compensation and performance and should be included in the next survey.

2. Satisfaction With Recognition and Rewards. Overall, the cluster of four items provided a wide dispersion of satisfaction and dissatisfaction of responses, see Figure 3. The four items (14 – 17) are provided in Table 2, which also presents item responses.



Three of the four items (excluding item 14) received “agree” ratings well under 50%. The “disagree” response exceeded a third for those three items (#15, #16, and #70) for AHR respondents. Table 2 provides the full responses for the individual items included in the Reward and Recognition scale.

Table 2. AHR and AOA Respondents EAS Response for Reward and Recognition Items.

Reward and Recognition Items Response (Avg. N/Item: AHR=269, AOA=688)	% Disagree		% Neither		% Agree	
	AHR	AOA	AHR	AOA	AHR	AOA
14. It's pretty common to hear "job well-done" in my organization	30	32	18	17	52	49
15. Promotions in my org. are given to those who are well-qualified	38	40	28	28	34	32
16. Recognition and rewards are based on merit.	34	38	26	24	39	38
70. People in my org. get credit they deserve for the work they do.	34	36	23	21	43	43

The AOA and AHR organizations show a similar pattern of response with the same three (of the four items) averaging less than 40% satisfied and more than 35% dissatisfied. The comparison with FAA overall is interesting, in that both AHR and AOA show higher agreement rates than does the FAA, overall. Only 25% of FAA (overall) respondents agree

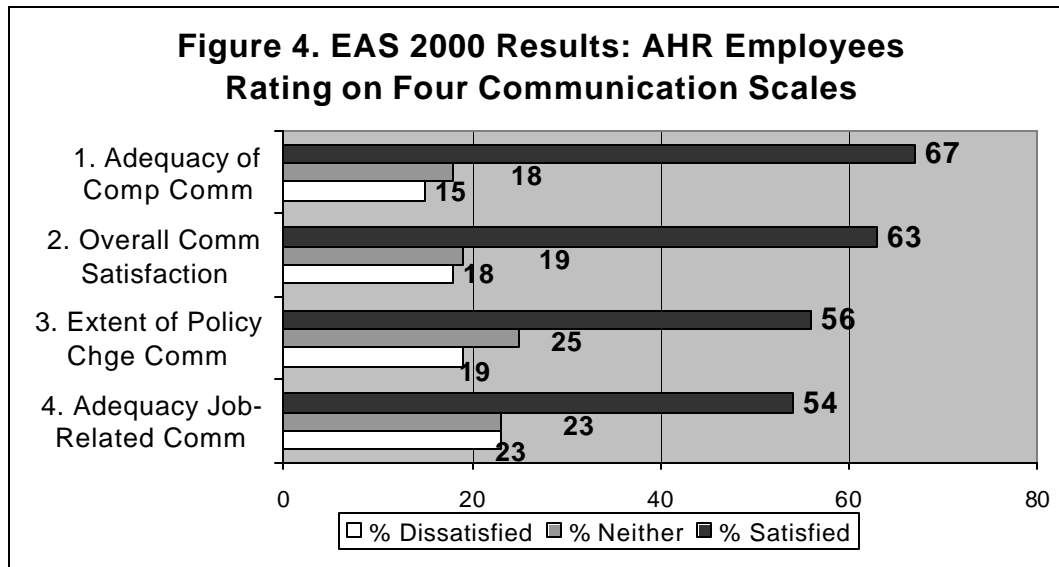
or strongly agree to the four items (14-16, 70) included in this scale, with more than half either disagreeing or strongly disagreeing to the items.

Another EAS item (#11, not included in the four item scale above) asking about satisfaction with recognition for doing a good job is more positive, showing a 57% satisfied response rate compared to a 30% dissatisfied response rate.

Conclusion. The recognition and reward scale provides a challenge for HR (and Agency) management. When coupled with the results about trust in management, we further begin to understand that there are issues to be worked out. The relatively high rate of disagreement with current recognition and rewards provides a great opportunity to build trust in the proposed “performance” environment. It’s important to build integrity and credibility into the new reward systems, recognizing that optimal levels of satisfaction with recognition and rewards might not vary greatly from current levels. The key is to find out where actual achievement (agency mission/strategy) intersects with satisfaction or agreement levels with recognition.

Perhaps, the optimal level from a performance standard is not high agreement/satisfaction. A system that provides impetus or motivation for rewards can be both trusted and effective, even if some people are unhappy with it in any given year. We will need to have a consistent, fair, and valid recognition and reward system to gain credibility – it’s the doing, rather than the talking, so that it might take a few iterations before the process achieves respect from most of the workforce – employees and managers.

3. Satisfaction with Communication. There were four distinct scales used to collect communication information, see Figure 4. The first scale, using magnitude of “agree” response level, is the Adequacy of Compensation-Related Communication, Items 90 – 92.



3.a. EAS Compensation Communication Scale. The items and the results for the Compensation Communication Scale follow in Table 3.

Table 3. AHR and AOA Response to the Adequacy of Communication About Compensation Items.

Adequacy of Compensation Communication (Avg. N/Item: AHR=267, AOA=687)	% Disagree		% Neither		% Agree	
	AHR	AOA	AHR	AOA	AHR	AOA
"Information about..."						
90. "my pay is communicated adequately"	15	21	15	17	70	62
91. "my benefits is communicated adequately"	9	15	17	18	74	67
92. "employment opportunities are communicated adequately"	22	26	23	24	55	50

AHR employees report relatively high agreement about the adequacy of communication about pay and benefits. The drop-off is found in the perceived effectiveness of communicating job opportunities. The AOA organization responses follow a similar pattern, with lower agree levels (averaging about 60%, as compared to 67% for AHR) and higher AOA disagree levels (averaging about 20.7%, as compared to 15% for AHR). Both of these organizations are considerably more positive than the results for the FAA Overall, which show a scale average response of 45% agree, 26% neither agree nor disagree, and 29% disagree.

Conclusion. AHR respondents demonstrate the highest “agree” ratings for communication about compensation. Given the role that AHR plays in compensation, these results are both gratifying and expected. All three analyses find that the drop-off or lowest agree rating is found in the communication of employment opportunities, which drops 12% for AHR, 10% for AOA, and 9% for FAA, overall. Clearly, this area of communication is prime for improvement.

3.b. Overall Organizational Communications Scale. The items of the “Satisfaction with Communications” scale (overall) asked the level of respondents’ satisfaction with the items found in Table 4. These items provide similar response patterns for AHR and AOA, with AHR providing slightly more positive ratings.

Table 4. EAS 2000 Results: AHR and AOA Ratings for Overall Organizational Communication.

Overall AHR Communication Satisfaction (Avg. N/Item: AHR = 268, AOA = 691)	% Disatsfd		%Neither		% Satsfd	
	AHR	AOA	AHR	AOA	AHR	AOA
12. The quality of information you receive about FAA general information, such as plans, policies, programs, and activities?	15	21	19	19	66	60
13. How well your immediate supervisors and managers keep you informed about plans, policies, programs, and activities?	21	30	23	17	56	52

Conclusion. The AHR respondents show greater satisfaction with communication than their AOA counterparts, overall. Also, AHR and AOA respondents were considerably more favorable than was the FAA overall, which rated satisfaction under 40% and dissatisfaction over 40% for both of the items in the scale. Clearly, communication in AHR and AOA, while not ideal, is better than in the rest of the agency. Given the national dispersion of FAA, and the advantages of being in the FAA National Headquarters, perhaps, these results are to be expected. When more than 60% of the agency is either dissatisfied or neither dissatisfied or satisfied with communications, communications becomes a priority issue – at least in understanding what the response means.

3.c. Extent FAA-Wide Policy Changes are Communicated Scale. Table 3 summarizes the comparison of AHR and AOA ratings of the third EAS scale addressing Communications, in this case how well FAA-wide policy changes are communicated. A 5-point “Extent” scale is used to rate the two items (see below) used in this scale.

100. Do you receive sufficient information from FAA to understand how major innovations and changes might affect you?
110. Has the FAA kept you informed about the compensation system changes?

AHR respondents rated Item 110 (aimed solely at compensation system changes) considerably more favorably than Item 100 (more general communication about how agency

changes would affect them). The Extent scale alternatives and the results are provided in Table 5, which compares AHR and AOA results on both items.

Table 5. EAS Results: AHR and AOA % Comparison Response for Scale 3, the Extent to Which FAA-Wide Policy Changes Are Communicated.

Avg. N/Item: AHR=263, AOA=680	Not At All %		Limited Extent %		Moderate Extent %		Considerable Extent %		To a Great Extent %	
	AHR	AOA	AHR	AOA	AHR	AOA	AHR	AOA	AHR	AOA
Item 100.	4	11	24	30	35	30	29	23	8	6
Item 110.	2	4	7	15	15	20	38	34	39	26

For analysis purposes we combined the three most positive “extent” categories (“to a moderate extent,” “to a considerable extent,” and “to a great extent”). We found that AHR ratings for Item 100 (72%) and Item 110 (93%) are 13% higher than the AOA ratings, 59% and 80%, respectively for the same two items as rated by AOA, overall. The AHR ratings are a consistent 13% higher than the AOA ratings. Both AHR and AOA rated communications considerably higher than did the total Agency respondents to the EAS,

Conclusion. AHR reported favorable ratings for communication of organizational changes, especially compensation. Since AHR is responsible for the implementation of the new compensation system, one would expect that they received more communication (and training) about it than did AOA or the rest of the agency. Thought it's interesting to note, 80% of the AOA respondents reported a moderate amount or more communication about compensation changes, with FAA overall reporting a moderate (or more) amount of communication about these changes.

3.d. Adequacy of Job-Related Communication Scale. This scale is composed of four items (29, 87-89), see Table 6 for the questions and results.

Table 6. EAS Responses to the Job-Related Communication Scale.

Job-Related Communications (Avg. N/Item: AHR=262, AOA=682)	% Disagree		% Neither		% Agree	
	AHR	AOA	AHR	AOA	AHR	AOA
29. In my org. we are encouraged to share information to get the job done.	17	22	15	16	68	62
87. Policies affecting my work are communicated adequately.	25	29	25	25	50	46
88. Guidance on procedures for doing my work is communicated adequately.	29	30	25	23	46	47
89. Management in my org. ensures that the information I need....is readily available.	22	27	27	24	51	49

Item 29 (encouraged to share information) yields a different response pattern than do the remaining items, which show a similar pattern across all three response alternatives – Disagree, Neither, and Agree. Employees report that they are more likely to be encouraged to share information (more than 60% agree) than they are to receive information/ policy/ guidance through more formal channels (about 50% agree). This pattern holds true for AOA, as well as AHR respondents.

Conclusion. More emphasis needs to be placed on formal communication channels than on internal organization communication. Nearly or more than half of respondents don't agree that they are receiving the information or policy guidance that they need to do their jobs. This area is one that should be monitored carefully, especially in organizations whose work processes are changed or reengineered. The probability and impact of these communication lapses are greater in changing settings. Considerable effort should be made to support the new or changing organizations with clear policy and guidance, including training, when necessary.

4. **Customer Perceptions of AHR Reform.** This scale consists of three items (#118-#120) that was completed by supervisors, managers, and executives only. There were no data provided for AHR or AOA levels of response. The data below represent “all” supervisors, managers, and executives who responded to the 2000 EAS.

Table 7. EAS All FAA Supervisors, Managers, and Executives Perceptions of Personnel Reform Items (#118-#120).

Supervisors, Managers and Executives Perceptions of Personnel Reform Items (Avg. N/Item: FAA=3,490)	% Disagree	% Neither & Don't Know	% Agree
118. Personnel reform has been successful in eliminating excessive bureaucracy.	71	20	9
119. On the whole, personnel reform is helping my organization accomplish its mission.	66	25	9
120. Overall, personnel reform has improved my ability to meet my supervisory/management responsibilities.	66	25	9

Conclusion. The responses by agency employees to Item #28 (“my organization’s” priority for reinvention) finds little support for change efforts, with only 17% agreeing that they perceive an organization priority for reinvention.

Clearly, most FAA supervisors and managers do not see benefits from personnel reform, with two-thirds or more of respondents disagreeing with the positive statements provided. The substance of reform changes (flexibilities and simplifying, e.g., classification) should be monitored over the next several years to determine if flexibilities and changes offered by reform are being constructively used and institutionalized by agency management. If response valences don’t change from this survey, then actions to clarify issues and improve use of reform changes should be implemented.